UNITED
NATIONS

A

General Assembly

Distr.
GENERAL

A/CONF.191/IPC/5
26 May 2000

Original: ENGLISH

Intergovernmental Preparatory Committee for
the Third United Nations Conference on the
Least Developed Countries
First session
New York, 24 July 2000
Item 3 of the provisional agenda

GUIDELINES FOR THE PREPARATION OF THE ACTION PROGRAMME FOR DEVELOPMENT AT COUNTRY LEVEL

Prepared by the secretariat

GE.00-51108 (E)
00-53689

Background

1. The Third United Nations Conference on the Least Developed Countries (LDCs) is being convened by the General Assembly against the backdrop of increasing poverty in LDCs and the marginalization of those countries in global trade. The Conference has the following objectives:

   1. To assess the results of the Programme of Action for the 1990s at the country level;

   2. To review implementation of international support measures, particularly in the areas of official development assistance, debt, investment and trade; and

   3. To consider the formulation and adoption of appropriate national and international policies and measures for the sustainable development of LDCs and their progressive integration into the world economy.

2. The Conference affords each LDC an opportunity to make its own country-level presentation as effective as possible, addressing its internal and external problems; detailing its commitment to policy and administrative reforms; outlining the investment requirements for infrastructure and human capital, and for poverty alleviation, basic education and health services delivery; specifying the greater efforts needed to mobilize internal resources; and presenting a case for the external resources needed to fund the gap. The idea is to solicit financing of a realistic but ambitious development effort over the next decade. The presentation should include feasible and measurable targets on all key topics, and should clearly express the country's priorities.

3. The action plan is conceived as a consolidated document, or country memorandum, that will bring together the various sectoral and thematic programmes currently on the ground. Examples include programmes contained in Common Country Assessments prepared by the United Nations Development Programme (UNDP), Comprehensive Policy Frameworks and/or Poverty Reduction Strategic Papers for the Heavily Indebted Poor Countries (HIPC) initiative; Annual Budget Framework Papers (BFPs), Medium-term Expenditure Frameworks and Reviews of the World Bank; multi-year trade-related technical assistance programmes prepared under the Integrated Framework; and other sectoral programmes and master plans that might exist (see also the notes on these guidelines, below). By consolidating all such initiatives, it will be possible to establish priorities and cross-sectoral linkages, assess impact, and identify or map out gaps. In the final analysis, the national action plan should be owned by the country in question, which should feel free to reject models or ideas that are inconsistent with their national interests, vision or priorities.

4. Although emphasis is placed on costing, the action plan is not meant to be a mere budget, showing how government funds are going to be spent. Rather, it is an integrated development strategy that focuses on specific bottlenecks which the proposed programmes would try to remove in order to attain specific objectives. This requires adopting a framework of analysis capable of assisting a country to attain the desired scale and composition of output and incomes,

as constraints are overcome and as new situations arise. Such a framework would assist the Government and other stakeholders to arrive at optimal decisions in allocating scarce resources in the first decade of the twenty-first century.

General principles

5. The current guidelines are issued so as to indicate minimum standards that should be reflected in the country-level action programmes. The purpose is to ensure that those programmes are of high quality in terms of contents and presentation, and that they can be integrated into or provide inputs for the consolidated global programme of action in favour of LDCs to be agreed at the Brussels Conference. It is not intended to make all presentations uniform or identical. It is obvious that the priorities for action would depend on country-level situations and particularities, although there are systemic problems that affect all LDCs. In this regard, the guidelines are meant to ensure that such common elements are adequately presented at country level as a basis for designing appropriate action at the global level.

6. In order to avoid bulky documents, we have suggested the optimal length of each chapter of the country presentation. The main body of the document should not exceed 50 pages. Additional information, especially statistical tables, could be included as annexes.

7. It is necessary to recall the following deadlines in the preparation of the country action programmes:

- Draft country-level action programmes have to be submitted to the UNCTAD secretariat no later than 15 June 2000;
- The first meeting of the intergovernmental preparatory committee will be held in July 2000 in New York;
- Submission of final country-level action programmes by 15 November 2000 at the latest;
- High-level regional events to be held at the latest by 15 March 2001;
- Second and final meeting of the intergovernmental preparatory committee to be held before 15 April 2001;
- The Third LDC Conference to be held from 14 to 20 May 2001 in Brussels.

MODEL COVER PAGE

THIRD UNITED NATIONS CONFERENCE ON
THE LEAST DEVELOPED COUNTRIES
Brussels, 13-20 May 2001

Presentation of the Government of (name of country) .....

ACTION PROGRAMME FOR THE DEVELOPMENT OF (name of country),
2001-2010

date _____

Note: This report has been prepared under the responsibility of the Ministry of (Planning and Economic Development), following consultations with members of the National Preparatory Committee consisting of ... Ministries of ..., ... Central Bank, ... Chamber of Commerce, researchers from the University of ..., Women's Federation of ..., other NGOs. Technical support was provided by the World Bank, UNDP and the European Union. The report has been approved by the Council of Ministers.

Annotated contents

.....

Abbreviations

.....

Outline of the Action Programme

8. The following sequence of chapters for the country programme of action document is suggested:

INTRODUCTION

9. A brief introduction may provide an overview of the economic structure and the general potential of the country. It is not necessary to include basic information on geographic, cultural and historical facts which may be taken to be known. It is also important to provide an overview of the major constraints on development that the country has faced in the 1990s as a basis for developing its future action programme.

1. PERFORMANCE IN THE 1990s
(6-8 pages maximum)

10. Overall economic growth performance/sectoral contributions: Here provide key economic and social indicators (see set of core indicators in annex I). In order to convey meaning, the GDP growth rate should be computed in real terms. Make comparison against benchmarks/expectations/objectives/targets as set out in various documents: the Paris Programme of Action (1990), the country presentation thereto; other United Nations conferences (e.g on women, population, social issues, environment, Barbados Programme for island LDCs), and in other relevant national programmes (e.g. development plan, recovery programme, structural adjustment programmes, past or current "vision" statements, etc.), as well as against international indicators. Assess the country's keenness in following up implementation of given conference objectives. Assess the degree of the country's integration in the multilateral trading system. An attempt should be made to make this chapter analytical, as well as factual. What were the mechanisms that were behind any observed growth or decline? One such mechanism would be to have in place the appropriate capacity to design and manage policy measures to guide development.

2. ASSESSMENT OF FACTORS THAT HAVE FACILITATED OR CONSTRAINED THE COUNTRY'S DEVELOPMENT
(8 pages maximum)

11. The trend of development across many LDCs over the 1990s has not been uniform, and even in individual countries it is possible to find different trends within the last decade. It is necessary to identify factors that have contributed to improvement in the social and economic situation and those that have engendered the opposite results. In conducting this exercise, isolate domestic from external factors but indicate interrelationships where they exist: in a few cases, both types of factors may combine to give rise to specific situations. Failure to exploit fully the country's potential should be regarded as a constraint that should be addressed in the action programme.

12. A clear identification of the key constraints is essential. The way they are addressed will determine the content of future development policies and the programme of action. These constraints and the manner in which they are tackled will explain further the performance reported in the previous chapter. Constraints that have not been successfully removed should constitute the major focus of future development efforts. New constraints may appear in the course of time and it may be important to anticipate them in formulating the country-level action programme.

13. In order to facilitate the preparation of the action programme, a list of development potentials and/or constraints, grouped under three broad headings, is suggested below. These are:

- Domestic opportunities and constraints;
- External factors; and
- Vulnerability to shocks.

14. In each case, identify up to 10 crucial constraints, rather than a long catalogue thereof. The idea is that rather than dissipate energy and resources, as has often happened in the past, efforts should be focused on the key constraints in order to optimize the use of scarce resources and make tangible headway.

Domestic opportunities and constraints

15. Such factors may include the following:

(a) Peace and social stability. The maintenance of peace or, in its absence, the reign of civil strife, border and ethnic tensions and great political instability is fundamental in building or destroying the foundation for economic and social progress. Social unrest and wars, besides causing immense human suffering, divert scarce resources away from development and deter or drive away investment. Also, social unrest in one country often overflows into and affects neighbouring countries, for example by giving rise to an influx of refugees. If this factor is relevant to your country, assess its impact on development in the last 10 years.

(b) Economic infrastructure. The state of the physical and economic infrastructure (roads, railways, ports, airports, water supply systems, power supply, telephones, IT, etc.) in many LDCs is deplorable and has acted as a major impediment to sustained economic development and social progress. There may be emerging exceptions to this situation which should be identified and brought out as case studies for emulation in the next development decade. In the presentation, such case studies should be shown in boxes. It is important to explain the factors that have made these examples stand out, and where possible to try to indicate the impact these factors have had over the whole economy or society.

(c) Policy reforms. There is hardly any LDC that has not undertaken structural economic reforms in the last decade, more often than not at the behest of the International

Monetary Fund (IMF) and the World Bank. The success or failure of these reforms depends on the manner in which they are designed and managed. Macroeconomic policies have included such issues as monetary and exchange rate policies, fiscal policies, and trade and competitiveness policies. Other important aspects relate to sectoral policies and regional/rural development. Even successful programmes have not adequately grappled with increasing income inequality or poverty. The latter has been attracting increasing national as well as international attention. It is important that the country studies analyse the macroeconomic environment and point out the reasons for success or failure of the relevant policy reforms as well as the country's mechanism for instituting policy change, when this becomes necessary.

(d) Conducive environment for private sector development. One of the most outstanding reform measures in the past decade has been in economic liberalization and promotion of the private sector. The country studies should describe the main forms of private sector development in the country and the supportive role played by the Government. Reference should be made, for instance, to how the legal and institutional frameworks are geared to supporting or hindering private domestic and foreign investments. Assess the response that such initiatives have evoked from the private sector.

(e) Domestic resource mobilization. In most LDCs the mobilization of domestic resources is still weak. What have been the reasons for this situation in your particular country? What efforts have been made to enhance domestic savings and investment, and what is their impact?

(f) Governance. The area of governance has to be reviewed from the broad perspective of the institutional and political dimensions to manage the country and involve its citizens in all economic and administrative matters. In this context, good governance encompasses participatory development, human rights, democracy, accountability and transparency of government, efficient public sector management, and private sector responsibility. Competence of the Government to formulate good policies and follow them up with operational decisions, and delivery of efficient public service, are also quite germane to the subject of good governance. Other important aspects which should be examined are involvement of local communities, decentralization, civil service reform and management of natural resources. Due to their exceptional importance, it is suggested that environmental and gender issues be treated separately. It is necessary to avoid getting embroiled in political controversy within the national planning commission (NPC) over the subject of political pluralism, which goes beyond concern for efficient economic and social services administration. It is therefore advisable for the issue of governance to be addressed from the perspective of socio-economic development.

(g) Women. Linked to the above issues is the inability in the past adequately to mainstream women as full agents and beneficiaries of development. In most LDCs, women, who represent more than half of the population, are not fully integrated into the development process and do not enjoy rights and access to resources commensurate with their contribution and potential. The study should point out the obstacles to integrating women into development and how these are being addressed. How has this lacuna been associated with poverty in the country?

(h) Environment. This is a cross-cutting sector that has been gaining importance and much recognition in many countries, ever since the United Nations Conference on Environment and Development. There are two dimensions to be examined: mainstreaming of environmental concerns in the development process, and the regulatory mechanism for protecting the environment.

(i) Human resources constraints. There are various dimensions to human resources development that need to be taken into account. First there is the central issue of developing human capital through education and training, as well as health programmes. There is the need to address the demand for trained labour in a new globalizing economy in which competitive capacity is knowledge-driven. Preferential investment in both the education and health sectors should be envisaged in order to underpin sustained development and facilitate alleviation of poverty. The study should show the trend of development in these areas in both policy and practice. Since a high rate of population growth adversely affects efforts to alleviate poverty and to sustain human resource development in as far as it constrains the allocation of sufficient resources for social spending, the performance of the country's population policy should be reviewed.

(j) Agriculture and the rural sector. This sector is singled out because of its pivotal role in the economic development of practically all LDCs. In addition, the majority of the population in LDCs depend on agriculture for their livelihood and live in rural areas. The question of food security is also critical to development. Continued reliance on low-level technology and inadequacies in adaptive research have meant that food production continues to lag behind population growth. In many cases the price of food imports is on the rise. Most of the pressing environmental problems result directly from endemic poverty and population pressure. These often compel the poor to adopt unsound farming, grazing and fishing methods, or to settle on ecologically fragile marginal lands. Where they do not exist, agricultural sector development plans should be developed. (An outline of the key elements of such a plan is attached as annex II.)

(k) Industrialization and technological development. Among other things, industrialization could be an important strategy for LDCs to enhance their technological capability, diversify production in order to overcome the vulnerability inherent in their dependence on commodity production, and strengthen intersectoral linkages. How far has industrialization featured in the country's development strategy during the 1990s, and what achievements and/or problems have been experienced?

(l) HIV/AIDS control. The HIV/AIDS pandemic continues to pose a threat to development in LDCs, which are among the most seriously affected countries. The problem merits special attention and treatment in the action plan. That is why countries have adopted a multi-sectoral strategy in their AIDS control programmes. In most countries HIV/AIDS control programmes exist, but with considerable variations in their effectiveness. It is suggested that the action plan review the situation, assess the impact and recommend action for improvement.

External opportunities and constraints

16. A supportive external environment, particularly including international support measures, is crucial for economic development. In a globalizing world, even with the best macroeconomic policies and national efforts, it is unlikely that any LDC would be able to develop in the absence of favourable external factors. The following subjects could be examined:

(a) Official development assistance (ODA). Apart from reporting the amount of aid received in the 1990s in absolute figures, it is important to give the aid intensity ratios for the 1990s (as a percentage of GDP, as a proportion of government revenue and expenditure, in recurrent and development budgets, and in the current account). Assessment of aid effectiveness and outlook are important. An analysis of the sectoral distribution of ODA will make it possible to determine what proportion of aid goes to financing development as opposed to financing consumption. Emphasis should be given to mapping out problems related to the management and coordination of aid, as well as problems of aid dependency and measures that need to be taken to rectify them. Establish the proportion of the technical assistance component of ODA and assess its impact on development, especially given its resource outflow implications. Provide aid programme out-turns (disbursements) versus promises in US$ for the last five years (1995-2000) and for 1990. If there is any disparity between the two, provide an explanation. With regard to financing adjustment, assess the impact of conditionality on development during the 1990s.

(b) External debt burden. Provide key indicators on the debt situation in the 1990s, including stock and trends, category (bilateral vs. multilateral, official vs. commercial), debt service ratios (as a percentage of GDP, government revenue, export earnings, key public expenditures, especially on health and education). Is the country being considered for HIPC qualification? How has the current status been reached? Is there any debt management strategy? This section should demonstrate how the impact of the debt burden is strangling growth and social services.

(c) The export sector. Assess export sector performance during the 1990s. Although the performance of the export sector could also be influenced by internal factors such as transportation, credit supply and marketing of produce, here we concentrate on market, export diversification and prices (terms of trade). How far has market access been a constraining factor in export development? What opportunities have presented themselves in external markets (for example, in niche markets)? Describe the efforts made by the country to overcome supply-side constraints and diversify the export base. Assess the constraints and achievements. To what extent has the country been vulnerable to terms-of-trade losses?

(d) Foreign direct investment (FDI). Given trends in FDI flows by sector during the 1990s indicating, where possible, source and type (e.g. replacement vs. expansionary) of FDI, and investment ratios (as a percentage of GDP, total investment and ODA). Assess the local environment for attracting FDI.

(e) The regional cooperation dimension. Provide information on the participation of the country in regional associations and groupings indicating, in this regard, the opportunities and constraints relating to the country's social and economic development. Apart from

economic integration activities, in the context of regional groupings, there may be domains of national action, for example relating to tourism, which may have a bearing on developments in neighbouring countries. There are also specific inter-country projects, for example the Kagera Basin project involving the United Republic Tanzania, Uganda, Rwanda and Burundi. The regional cooperation dimension should therefore be analysed from a broad perspective.

17. Certain issues which are generally considered as domestic constraints are also important subjects in the context of external factors and influences. This includes governance, structural adjustment programmes, negotiations for foreign borrowing, procurement of goods and services, corruption, utilization of aid, capital flight, emigration and remittances. Consequently, these areas should be looked at from the perspective of both LDCs and their development partners, taking into account the respective responsibilities.

Vulnerability to Shocks

18. Assess the vulnerability of the country to natural, economic and financial shocks during the 1990s and the level of disaster preparedness, prevention and management. One man-made shock is refugee influx. Natural disaster-related shocks could create balance-of-payment difficulties as they may reduce the availability of tradeables and increase the need for imports to meet domestic shortages and food deficits and to repair damage to infrastructure. Shocks emanating from changes in terms of trade and financial market instability, in particular if accompanied by sudden changes in exchange rates, could lead to financial shocks through losses of export earnings. Financial market instability leads to unanticipated increases in international interest rates and increased external debt-servicing burdens. Influxes of refugees exert tremendous pressure on host country resources and may jeopardize social stability.

19. If any of the above shocks have occurred in your country during the 1990s, explain how the development process has been disrupted or affected in the short, medium and long runs.

20. It will help to put the future programme of action in perspective if this chapter goes beyond a catalogue of problems and examines what strengths and opportunities exist that can be taken advantage of in the drawing up and implementation of the programme of action.

3. EXAMPLES OF SUCCESSES/BEST PRACTICES
(2-4 pages, possibly in form of "boxes")

21. LDCs and their development partners are groping for examples of what policies/initiatives have worked in practice. Such examples could be built upon for the future development of the country itself, and serve as possible models to be considered for transfer/adaptation to other LDCs. (It is expected that such success stories will be highlighted in the main Conference documentation.) [1 to 3 examples may be documented. Possible (illustrative) topics: bringing the AIDS pandemic under control, reforestation programme, improved efficiency of the revenue collection system, effective use of aid funds from donor X, micro-credit schemes, impact of distance education, successful cases of export development programmes, impact and mobilization of earnings from workers abroad, resettlement of refugees, etc.]

4. PROGRAMME OF ACTION, 2001-2010
(15-30 pages)

22. This is the most critical part of the country action programme document which should state the overall objectives, define the strategies and detail a prioritized and costed programme of activities to achieve these objectives. The action programme should be designed not only on the basis of the constraints identified in Section 2 above and the potential/comparative advantage of the country, but also in the context of future challenges embodied in the ongoing process of globalization. The basic problems of LDCs that need to be addressed revolve around the supply-side constraints that limit productive capacities and competitiveness. In the context of LDCs, reduction of poverty is an important complementary objective.

23. The process of producing a country-level plan of action is envisaged to involve the following steps:

- Adopting a shared vision. The country's development vision should be clearly articulated;
- Deriving a common mission from the vision;
- Designing and agreeing on a strategy to accomplish the mission;
- Stating the mission strategic objectives;
- Adopting policies and undertaking strategic activities in support of objectives, i.e. formulating a plan. Corresponding policies and arrangements for implementation, monitoring and evaluation should be indicated. Benchmarks and targets should be set and performance indicators spelled out. This 10-year programme should be phased, with intermediate (2-year, 5-year) objectives being more clearly stated. How are the subsequent phases to be embarked upon? What kind of institutional arrangements are in place or are needed to implement the programme of action? What are the mechanisms in place for mid-course programme adjustment?

24. Costing of the plan by activities is absolutely essential. This means that the plan must have programmes which in turn consist of projects. This is a time-consuming exercise but, in practically all LDCs, considerable work has already been done and the present exercise is envisaged as building upon such work. It is therefore considered feasible for practically every LDC to produce an integrated programme of action for the next 10 years.

25. Needless to say, the national plan is a composite version of the sectoral plans. At the sectoral level, planning involves the following steps:

- Stating clearly the mission statement and objectives of the programme;
- Identifying strategic activities to attain the objectives, and assessing whether those activities will contribute to the attainment of the objectives directly or indirectly in

terms of their output. For example, if the objective is to maximize government revenue, support for private sector development will itself cost money but is an investment which will finally pay off as the tax base is widened;

- Establishing the resource requirements for each activity, the resource supply levels, and restrictions imposed on the plan. It is possible, for example, that the amount of funds available for savings and investment might be restricted by debt-servicing obligations, resource "leakage" in the form of capital flight or terms-of-trade loss. Plans to expand production need to make a realistic assessment of the availability of markets. ODA that is already lined up for the planning period, should be included under resources available.

26. A matrix for a conceptualization of projects and programmes for the plan appears as annex III. Annex IV is a matrix to exemplify how a budget for the action plan might be formulated. At the national level, the sectoral plans need to be synchronized, and those activities which are intersectoral in nature need to be identified. An example of an intersectoral checklist for projects and programmes is indicated in annex V.

27. If the above framework of analysis is systematically applied by sector, it should be possible to develop an integrated plan that can optimize the objective function (in this case economic growth), subject to resource constraints and such imposed restrictions as the need to guarantee poverty reduction, environmental protection, balanced regional development, equity and other such considerations. The programme of action in this sense can be characterized as a constrained optimization problem.

28. It is expected that the action programme will help to sensitize development partners on the need to provide adequate resources for its implementation. Support falling below the projected requirements is not likely to generate sufficient stimulus for the sustainable growth of the economy. The resource gaps of individual LDCs will be totalled up in the global programme of action as a basis for mobilizing further ODA (the 1999 Least Developed Countries Report shows that in 1997 only 8 of the 21 DAC members honoured their commitments to allocate 0.15 per cent of GNP in accordance with the Programme of Action for the 1990s).

29. The programme would therefore indicate what the country can do by itself and what external support would be required and in what form (e.g. ODA, technical assistance, debt relief, improved access to markets for goods and services, including through labour mobility, assistance in coping with refugees, famine, promotion of peace efforts, de-mining, etc.). Although it would be legitimate to request more ODA, it is advisable - and more realistic - to explain how ODA can act as a catalyst for development by increasing the country's own resources and capacity for self-reliance. For example, what modalities of ODA and other assistance are considered most effective, and in what areas can they make most impact?

30. It should be reiterated that, given the realities of the resource situation, it is advisable that, rather than go for too many activities in the programme of action, the countries select, after a careful analysis, interventions that seek to remove the critical impediments to growth. Removal of such bottlenecks, especially those that cut across sectors, or those that relate to strategic sectors, is expected to have a multiplier effect in the development of the economy as a

whole. For example, given the significance of LDC agriculture (at least in terms of potential) for external trade, savings and investment, activities geared to achieving structural transformation in agriculture could be considered as priority areas of intervention. Construction of an airport could be crucial in niche product development in horticulture and/or fish products.

31. Countries could revisit their strategic investment master plans, if they are in place, with a view to fine-tuning them in the light of their action programmes. It is expected that this process will essentially entail identification of sectoral as well as cross-sectoral domains of public investment. However, it is important for countries to chart out strategies for creating an enabling environment for successful domestic as well as private investment whose role in the realm of production of goods and services is pivotal in the realization of the programme's objectives.

Notes

(i) In preparing this report, full use should be made of existing sources. There should be no need - and there is no time - to commission in-depth national studies.

(ii) On national issues and policies, sources include the documentation for the World Bank Consultative Groups, UNDP Round Tables, the Common Country Assessment (CCA) of the United Nations system prepared in the context of the United Nations Development Assistance Framework (UNDAF), the World Bank Country Assessment Strategy (CAS) and the " Long Term Strategy", or Vision 20/20 country reports, where they exist.

(iii) Concerning indicators, basic sources are the World Development Indicators of the World Bank and the Human Development Report, published yearly by UNDP. The annual UNCTAD Least Developed Countries Report also gives LDC-specific data. See also "A Working Set of Core Indicators" which is based on OECD/DAC 1998 document (annex I).

Annex I

WORKING SET OF CORE INDICATORS

MEASURING DEVELOPMENT PROGRESS: A WORKING SET OF CORE INDICATORS	
Goals	Indicators
Reducing extreme poverty The proportion of people living in extreme poverty in developing countries should be reduced by at least one-half by 2015. (Copenhagen)	1. Incidence of extreme poverty: Population below $1 per day 2. Poverty gap ratio: Incidence times depth of poverty 3. Inequality: Poorest fifth's share of national consumption 4. Child malnutrition: Prevalence of underweight under 5s
Social development	
Universal primary education There should be universal primary education in all countries by 2015. (Jomtien, Beijing, Copenhagen)	5. Net enrolment in primary education 6. Completion of 4th Grade of primary education 7. Literacy rate of 15 to 24 year-olds
Gender equality Progress towards gender equality and the empowerment of women should be demonstrated by eliminating gender disparity in primary and secondary education by 2005. (Cairo, Beijing, Copenhagen)	8. Ratio of girls to boys in primary and secondary education 9. Ratio of literate females to males (15 to 24 year-olds)
Infant and child mortality The death rates for infants and children under the age of five years should be reduced in each developing country by two-thirds the 1990 level by 2015. (Cairo, Beijing)	10. Infant mortality rate 11. Under 5 mortality rate
Maternal mortality The rate of maternal mortality should be reduced by three-fourths between 1990s and 2015.	12. Maternal mortality ratio 13. Births attended by skilled health personnel

<table>
<tr><td>Reproductive health

Access should be available through the primary health care system to reproductive health services for all individuals of appropriate ages, no later than the year 2015.

(Cairo)</td><td colspan="2">14. Contraceptive prevalence rate
15. HIV Prevalence in 15 to 24 year-old pregnant women</td></tr>
<tr><td colspan="3">Environment</td></tr>
<tr><td>Environment

There should be a current national strategy for sustainable development, in the process of implementation, in every country by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.</td><td colspan="2">16. National sustainable development strategies
17. Population with access to safe water
18. Intensity of freshwater use
19. Biodiversity: Land area protected
20. Energy efficiency: GDP per unit of energy use
21. Carbon dioxide emissions</td></tr>
<tr><td colspan="3">General indicators</td></tr>
<tr><td>Other selected indicators of development

For reference: Population
Gross national product</td><td>GNP per capita
Adult literacy rate
Total fertility rate
Life expectancy at birth
Aid as of % of GNP
External debt as % of GNP
Investment as % of GDP
Trade as % of GDP</td><td>Savings as % of GDP
Services as % of exports of goods and services
Debt servicing as % of exports of goods and services
FDI inflows as % of GFCF</td></tr>
</table>

Source: Based on document "Measuring Development Progress", OECD, 1998.

Annex II

ELEMENTS OF AN AGRICULTURAL SECTOR DEVELOPMENT PLAN

The following outline could serve as a basis for developing an agricultural sector development plan:

1. Agriculture in the context of the national strategic development framework

2. Description of the national agricultural resource base

3. Institutional framework for agricultural development

4. General assessment of the performance of the agricultural sector in the last 10 years: achievements, constraints and opportunities

5. Priority areas for action to promote the development of the agricultural sector, e.g.:

   (a) farmers' education

   (b) research

   (c) agricultural technology

   (d) rural transportation infrastructure

   (e) access to rural finance

   (f) restructuring of agricultural marketing institutions

   (g) access to markets

   (h) environmental protection and resource management for sustainable agriculture

6. Operational framework:

   (a) sequencing of interventions: formulate a sequencing matrix

   (b) linkages and mechanisms for coordination

   (c) monitoring and evaluation of activities

7. Costing the operationalization of the agricultural development plan based on optimal selection of activities

8. Financing the plan and resource mobilization strategy:

(a) Government's own resources

(b) private sector and NGO resources

(c) development cooperation resources.

Annex III

CONCEPTUALIZATION OF PROJECTS AND PROGRAMMES FOR THE PLAN OF ACTION

For each programme and component project, one has to state the objectives, strategies to achieve the objective, activities in support of the strategic objectives, the cost, benchmarks, targets and performance indicators

Steps involved:	Examples
1. Strategic objectives of the project/programme stated succinctly, showing benchmarks and targets over the plan period	To double per capita income from US$ 210 to US$ 420 in 10 years. To reduce the incidence of poverty from 50% to 25% in 10 years. To arrest and reverse the spread of HIV by half from the current level.
2. Policies and activities in support of strategic objectives specified.	Programme to improve agricultural research and extension so as to raise agricultural productivity by 25 % in the next 10 years. Policies to liberalize marketing services in order to improve competition and enable producers to receive at least 50% of the final sale price of their product compared to the present 20%. Programme to sensitize the population to the dangers of AIDS and raise awareness and knowledge on the mode of spread of the disease among 80% of the population compared to the present 50%. Assessing the various ways to organize agricultural research and extension, and the cost of each approach.
3. Specification of inputs or technical coefficients for each activity and assessing the various merits and demerits of each. Specifically assessing the links for supporting investments for the programme to take place. The choice of techniques or approach to carry out the activity, and its merits and demerits assessed.	
4. Costing the programme by different approaches of implementation, and selection of least-cost method.	Establishing the cost of constructing a tarmac road vs. maintaining a gravel road.
5. Totalling cost of selected programmes in the sector and comparing them to resource supply levels and existing restrictions.	Provide an estimate of total resource requirements in terms of land, labour, capital and managerial skills.

Annex IV

STRUCTURE OF SUMMARY OF INDICATIVE BUDGET AND CASH FLOW REQUIREMENTS BY SECTOR AND PROGRAMME

Sector	Sector/Ministry Department	Programme	2000	2001	2002
1. Public administration	1	1 2 3			
	2	1 2			
2. Law and order	1	1 2 3			
3. Economic infrastructures					
4. Productive sectors					
5. Social services					
6. Disaster relief and preparedness					
7. Total budget requirements					
Less 8. Own-funds					
Less 9. Debt-service funds Provision for leakages if known					
Add 10. Projected ODA commitments					
11. Unfunded gap					

Annex V

INTERSECTORAL LINKAGES CHECKLIST FOR PROJECTS AND PROGRAMMES
(Indicates complementary investments in other sectors for the project to take off)

Sector	Sector/Ministry Department	Programme	Public administration	Law and order	Economic infrastructure	Productive sectors	Social services	Disaster relief and prep.
1. Public administration	1 2	1 2 3 1						
2. Law and order	1	1 2 3						
3. Economic infrastructure								
4. Productive sectors Example	Agriculture	Horticultural exports in region X			Works Regional airport			
5. Social services								
6. Disaster relief and preparedness								
Sectoral scores for interlinkages								

This framework will assist in identifying sectors with the greatest importance for other sectoral projects, e.g. an airport would have a possible impact on tourism.